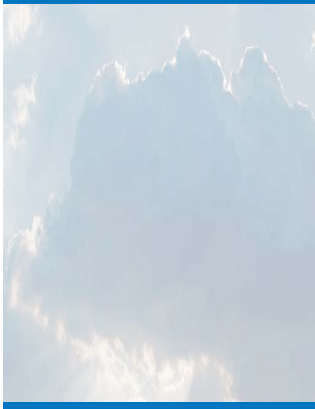


ROADMAP FOR CHANGE



LOUISIANA

LIVE. WORK. PLAY.



Louisiana Office of Lieutenant Governor
Louisiana Department of Culture, Recreation and Tourism

Roadmap for Change

October 12, 2004

Roadmap for Change



As I took my oath as Louisiana's Lieutenant Governor, I focused on a theme of "time and place," noting this moment as primed for Louisiana's emergence as leader of a New South. At this time and in this place, America and the world will soon discover that Louisiana is exceptional cultural and natural resources, Louisiana is raw talent and Louisiana is world-class adventures, all wrapped into one place.

Our "Roadmap for Change" has been developed to recognize this time and place as a unique opportunity. I have built what I call the "New South Team," innovative, energetic professionals to deliver what we promise and to add value to the job we administer. We approach our job everyday with a strong belief that we can have a profound role in the success of Louisiana and the lives of our citizens. We come to work everyday knowing that working hard, being honest, creating partnerships and remaining optimistic will yield the results we aim for in this Roadmap.

We began our work assessing programs under my administration and instituting evaluation and accountability measures, which in the following document are initial Roadmap strategies. Where appropriate, we have brought in professionals, whose skills helped facilitate a strong plan and a new direction. We reached out to a broad citizen committee for input. Its experiences have ensured that our plan honors rich traditions and seeks innovative solutions that will allow Louisiana to globally compete with the best and brightest.

As we work to implement this Roadmap for Change, we stay dedicated to five important philosophies that guide our administration:

1. Our diversity is a strength, not a weakness.
2. We must work to expand and diversify Louisiana's economy.
3. We must work regionally and compete globally.
4. We must add value to raw material, native talent and intellectual capital.
5. We must set our goals to international standards, not the southern average.

I believe it is Louisiana's "time to shine," and this plan suggests ways for us to achieve success and economic prosperity. Additionally, the plan addresses challenges we must overcome, as we step in to our prime time. This roadmap is a work in progress – a set of ideas to guide strategic thinking and focus our work on a set of coordinated outcomes, the sum of which will position Louisiana for her best days ahead.

We welcome your ideas and thoughts about our new direction and look forward to the excitement ahead.

A stylized, handwritten signature in blue ink that reads "mitch".

Mitchell J. Landrieu
Lieutenant Governor

Roadmap for Change



The "Roadmap for Change" is a blueprint for coordinating the varied functions and programs of Louisiana's Department of Culture, Recreation and Tourism. The document serves as an adjunct to Louisiana's strategic planning process and will create to help guide and focus our planning effort for 2004-2008.

While many may know the department for its tourism programs, CRT is that and more. Our work sits at the heart of what is great about Louisiana – unique cultural, artistic, recreational and natural assets and resources. Responsible for visitor experiences, our new plan further directs us to a goal of making Louisiana an exceptional place to "Live, Work and Play," which helps us to define experiences equally for citizens of our state and those who we hope will come and stay awhile or for a lifetime.

One priority of the Roadmap is to do more by investing and leveraging our funds wisely through collaborations and partnerships designed to cut through overlapping layers of government. We've asked our agency heads to create new avenues and to stretch taxpayer dollars. All aspects of our planning are designed along a timeline, where accountability measures can be employed and results predicted, delivered and evaluated.

You will notice changes in the department, as we take a close look at how we promote and market Louisiana, compare our work with others who are making impressive strides, and determine the right message and programs for these exciting times in the tourism industry. To help us reach the objectives of the Roadmap and to become a department that is accountable for performance, efficient, and entrepreneurial, we have engaged David Osborne and the Public Strategies Group, Inc. We have begun to develop a plan for transforming the department's organization, culture, and performance.

We have attracted a staff of professionals to help guide this effort with a charge to be innovative and aggressive in branding and marketing our state. We are focused on creating more economic growth and community development through an aggressive initiative that will cultivate Louisiana's cultural economy.

You will see differences immediately, as we determine a new look and feel for CRT electronic and print resources. A new tourism advertising campaign will launch an exciting brand of tourism, eco-cultural tourism, to highlight Louisiana's very unique values, unequalled anywhere in the world. These are exciting times and we invite participation of all who would like to see Louisiana as a shining example of a New South.

A handwritten signature in cursive script, appearing to read "Angele Davis". The ink is dark and the signature is fluid.

Angele Davis
Secretary
Department of Culture, Recreation & Tourism

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DIVERSITY STATEMENT

The Office of Lieutenant Governor and the Department of Culture, Recreation and Tourism recognizes and embraces the values of human diversity.

We value and seek the strengths of human variety with respect to age, culture, gender, national origin, personal values and beliefs, physical abilities, race, religion and sexual orientation.

In principle and in practice, we are committed to increasing diversity of our workforce and to ensuring that diversity remains a key priority in our administration.

To serve Louisiana better, we will continue to seek opportunities to raise issues and awareness and we hold ourselves to the highest standards in our daily operations.

ETHICS STATEMENT

The Office of Lieutenant Governor and the Department of Culture, Recreation and Tourism recognizes that good government should be valued first.

We are committed to an ethical administration that is open and fair.

We take seriously the responsibility we have with the taxpayer's money, and we will continue to value the sanctity of the trust that the public has placed in us.

PROCESS FOR DEVELOPING ROADMAP FOR CHANGE

This Roadmap was developed over the past year under the guidance of Lieutenant Governor Mitch Landrieu. Lieutenant Governor Landrieu's charge was to develop an innovative and aggressive strategic plan that lays out specific deliverables, while bringing more operational efficiency to the Office of Lieutenant Governor and the Department of Culture, Recreation and Tourism.

The process started during the transition period between Landrieu's election and inauguration.

During the transition period, Landrieu began developing this strategic plan by doing the following:

- Conducting an aggressive "listen and learn" tour across the state. On this tour, Landrieu visited each region of the state and hosted meetings with business, political and community leaders. Tourism industry leaders and members of Landrieu's statewide transition steering committee organized many of these meetings.
- Hosting strategy sessions with transition team leaders and advisory committees on tourism and art.

- Participating in regular updates from each agency in the Department of Culture, Recreation and Tourism and receiving detailed briefings on all ongoing projects and programs in the department.

At the same time, Landrieu put together his New South Team. As this diverse and energetic team took office, they brought initial findings and vision to the employees of the department. Lieutenant Governor Landrieu and his team received input from employees through department wide meetings. The Lieutenant Governor and his top staff personally met with every employee in each division of the Department of Culture, Recreation and Tourism.

After analyzing and organizing all of the information and feedback, we brought a draft plan to stakeholders around the state. Additionally, interviews were conducted with national, state and local leaders in various industries that focus on culture, recreation and tourism.

Attached as an addendum to this plan are comments that describe general perceptions of Louisiana that we heard as this plan was put together.

This roadmap is intended to be a working document that will be adjusted annually, based on status and ongoing feedback from industry stakeholders and business and community leaders.

KEY STUDY FINDINGS

- Linking culture to Louisiana's ecosystem is viewed as matching up well with emerging trends and could give Louisiana, because of a most unique eco-cultural blend, a leg up on the competition.
- Since September 11, there is a greater focus on historic travel and Louisiana is prime territory for such experiences.
- Education and adventure tourism are catching on worldwide and the state has such diverse assets that it can rival world-recognized travel adventures. This is seen as extremely important in a time of travel threats, when American tourists are seeking out more adventures at home.
- Where other states in recent years have exploited tourism based on defining quality tourism as their own notable cultural values and assets.
- New definitions are emerging that challenge old assumptions about what attracts people to a place. For example, most people miss the point with a narrow definition of arts and not a broader cultural definition. As such, a state like Louisiana will never be able to compete with a New York. But when the broader cultural definition is applied, Louisiana's cultural assets can compete with the best.
- Louisiana needs to build on its already established reputation for distinctiveness.

- There is a sense among many that Louisiana's parochial nature has inhibited the cooperative will necessary to ignite professionally developed tourism assets statewide.
- People outside of Louisiana, when asked about their impressions of the state, focus on New Orleans and can give little information about the rest of the state. Information about what Louisiana has to offer, such as the history, natural beauty and culture, has not been marketed to the rest of the country or world.
- Recruiting retirees to the state is seen as a strong opportunity with a growing Baby Boom population because of Louisiana's natural assets. The fact that this generation wants an engaging retirement, access to recreational opportunities becomes very important. In order for Louisiana to attract this demographic, the state must show that it can provide first-rate healthcare and other incentives for maintaining a quality of life.
- Everyone thinks of Louisiana as a fun place to visit, but questions are raised about getting people to stay for more than a few days.
 - The "party atmosphere" impression suggests that there are no family-oriented activities in Louisiana.
 - Many said that there is not a good job market in Louisiana.
 - Safety and crime are issues.
 - Concerns are raised over parochialism; old-style politics and a view that communities and government are not open to change and do not want to work together are troublesome.
- Many respondents gave examples of potential public/private partnerships and suggested that the state needs to aggressively pursue these opportunities to redefine its image, to increase programmatic funding and to attract new audiences.
- While cultural tourism is viewed as being different from developing a creative economy, some suggest that because of Louisiana's vast cultural heritage, the road to a creative class may be through a cultural route.
- There seems to be jockeying for position within the arts community, which makes the economic development focused folks think the creative economy may not fit for them.

CHALLENGES

- Regarding creative/cultural economy, Louisiana and New Orleans may not fit the "cool, urban city center" pattern that has worked in Portland, Austin, Columbus and other trend-setting communities. This can cause creative class promoters to dismiss Louisiana.
- No one has ever tied a "New South" concept to lower cost of living, unique and attractive environments. If this can be done with evidence of environmental stewardship and improvements, Louisiana will have an advantage over the competition.

- There is need for an inventory of the state's cultural and ecological assets and a clear understanding of the resources that already exist.
- Many people associate their perception of New Orleans with the rest of the state.
- The outsider's view of Louisiana is limited to New Orleans and most do not see the city as a place of retirement. Low crime, cost of living, recreational services and good healthcare all are important aspects of a good community for retirement.
- The tourism infrastructure needs strengthening in order to support quality tourism, attract leading knowledge thinkers, and create more jobs.
- It is essential to develop strategic budgets that support marketing, training and infrastructure needs, so tourism can grow Louisiana's economy.
- There is no brand, message or image to promote cultural or natural assets along with outdoor and recreational activities in Louisiana. This is critical as the educational, adventure and experiential tourism markets are actively seeking these venues and destinations worldwide.
- Louisiana is not seen as a welcoming environment for working artists because there is no organized industry or professional incentives in place to develop creative industries.
- There is a need to pick out some of the winners across the state and promote them in ways that can broaden one's understanding of what Louisiana offers.
- There needs to be adequate breathing space, research and development time, to qualitatively and quantitatively do this changeover right. The state is playing catch-up, but must do it professionally and not with false starts and lack of data.

MISSION

POSITION LOUISIANA TO LEAD THROUGH ACTION IN DEFINING A NEW SOUTH THROUGH CULTURE, RECREATION AND TOURISM

GOAL

To create avenues of prosperity for all Louisianans by promoting diversity, creativity and unique, unparalleled assets

OBJECTIVES

- I. NEW DIRECTION
Establish strategic direction for OLG and CRT
- II. NATIVE RESOURCES
Focus on Louisiana's raw talent, culture and natural resources to enhance the value of Louisiana and create economic growth
- III. EDUCATION
Foster education, training and enrichment opportunities to build a stronger culture, recreation and tourism economy
- IV. INFRASTRUCTURE
Develop critical infrastructure necessary to broaden tourism and to raise the quality of resident and visitor experiences
- V. COLLABORATION
Build partnerships to leverage resources and to expand the reach of culture, recreation and tourism programs

12 PRIORITIES

EXPAND TOURISM – LOUISIANA’S INTERNATIONALLY COMPETITIVE ECONOMIC ENGINE

1. Grow International, Convention, Leisure and Corporate Travelers
2. Promote Extended Stays for Visitors
3. Develop Eco-Cultural and Heritage Tourism Brand
4. Establish Civil Rights/African American Heritage Trail
5. Support Main Street Programs, Historic Preservation as Economic Development

SHINE THE LIGHT ON NATURAL RESOURCES AND RAW TALENT

6. Create Louisiana’s Cultural Economy
7. Launch Mississippi Delta and Gulf Regional Initiatives
8. Promote Volunteerism Through Community Involvement and Civic Participation
9. Partner with Louisiana Military and National Guard

BROADEN RECOGNITION OF LOUISIANA AS THE SPORTSMEN’S PARADISE AND PREMIERE FAMILY RECREATION DESTINATION

10. Develop Family Sports/Recreation Activities
11. Build Louisiana as a Great Place to Retire
12. Promote Hunting, Fishing, and Outdoor Adventures

OBJECTIVES, STRATEGIES, TACTICS

OBJECTIVE I: ESTABLISH STRATEGIC DIRECTION FOR OLG AND CRT

Establishing a strategic direction that creates operational and structural efficiencies is the first priority for this Roadmap.

We are consolidating office space and we have created a flat management system with clear lines of internal communication and accountability.

We are aggressive and innovative. Everyday we look to find opportunities to expand initiatives, leverage more resources and partner with industry leaders and collaborate with state agencies.

We are focused and determined to create an administration that is proficient, responsive and forward thinking. We remain committed to providing a top quality service to the people of Louisiana.

Strategies and Tactics

A. Employ assessment and accountability measures.

1. Create a 4-year strategic direction to align with ongoing departmental strategic plans.
2. Assess management structure; evaluate existing programs, activities and criteria for programmatic funding; research best practices and models for effective change; seek innovative solutions.
3. Measure tourism impact and expand beyond current \$9 billion economy; add to and build on successful programs.
4. Conduct economic impact and structural audit (OLG, CRT, LA Serve and Retirement Development Commission).
5. Hire professional, diverse, technically skilled staff and provide professional development opportunities.

OBJECTIVE I: NEW DIRECTION (continued)

- B. Develop opportunities for intra- and inter-agency collaboration that lead to cooperative programming.**
1. Interpret strategies across agencies and design intra-agency cooperative implementation.
 2. Seek opportunities for state inter-agency collaborations (bicycle trail with Department of Transportation and Development, wetlands activities with Department of Natural Resources, etc.)
 3. Capitalize on America's WETLAND Campaign to create new tourism, media and marketing opportunities.
 4. Create a marketing product development program, which includes local community assessments, individual private sector assistance with marketing plans, information on grants availability, and overall tourism assistance with cooperative branding for local communities.
 5. Develop national, state and local partnerships and create strong umbrella themes and messages to promote Louisiana as leader of a New South.
- C. Assess/evaluate traditional tourism & marketing initiatives.**
1. Conduct evaluation of traditional tourism and marketing initiatives; employ aggressive research to drive marketing decisions.
 2. Review prohibition on in-state advertising as impediment to broader marketing outreach through citizens of Louisiana.
 3. Target business/convention markets to build recognition of value-added "Live, Work & Play" messages.
 4. Build on momentum created by bicentennial commemoration to expand tourism through targeted programs (African American Heritage, Mississippi River Region, etc.)

OBJECTIVE I: NEW DIRECTION (continued)

5. Create and market to the nation and world a new, broader, modern brand for Louisiana that includes history, ecology and culture.
 6. Develop and promote programs that encourage visitor extended stays.
 7. Determine incentives, attractions and infrastructural needs to grow retiree visitor and residency programs.
 8. Target outdoor recreation and family sports markets and create competitive advantages for Louisiana to attract expositions, competitions and events.
- D. Attract new funds and services to support program development and intra-state, regional and national marketing efforts.**
1. Develop private funds to support state marketing; create and disseminate "how to" market Louisiana kits.
 2. Establish guidelines for sponsorship and marketing cooperative opportunities with private sector sponsors.
 3. Launch civic engagement and volunteer service programs to promote Louisiana and enhance reach of LA Serve.
 4. Develop business incubator programs, business support networks (Business Volunteers for the Arts, Lawyers for the Arts chapters).
 5. Build professional grant-writing capacity to attract federal and private grant funds.

OBJECTIVE II: FOCUS ON LOUISIANA'S RAW TALENT, CULTURE AND NATURAL RESOURCES TO ENHANCE THE VALUE OF LOUISIANA AND CREATE ECONOMIC GROWTH.

Our culture, our history and our people are Louisiana's greatest. We believe that the Department of Culture, Recreation and Tourism can create economic growth and jobs throughout our state by looking for ways to develop Louisiana's raw talent, culture and natural resources.

We will create Louisiana's Cultural Economy by defining creative industries and highlighting them as we seek to establish specific standards and strategies to bring value to them.

We will work to enhance Louisiana's value within the Delta Region through geographic and strategic partnerships.

Strategies and Tactics

A. Develop Louisiana's eco-cultural economy and establish the state as a center for eco-cultural economic development.

1. Inventory the state's cultural and natural assets and evaluate potential for economic opportunities.
2. Convene a Louisiana Cultural Economy Summit.
3. Appeal to current trends in experiential and adventure travel by launching a unique brand of eco-cultural tourism centered in Louisiana.
4. Establish standards with common vocabulary and develop programs to educate operators of tourism venues and attractions about new eco-cultural adventure/educational travel opportunities.
5. Develop a cultural foundation to bring together the arts and culture, tie together various programs and make the state more attractive and connect the non-profit arts sector to the profit-making sector.

*OBJECTIVE II: NATIVE RESOURCES (continued)***B. Build creative industries as a viable sector of state economy in support of Louisiana's cultural economy.**

1. Establish a creative industries advisory committee.
2. Conduct a creative industry market survey and report on results.
3. Launch a creative sector growth initiative
 - Support creative industry development for specialties in arts, food, film and video, music, graphics, design, architecture, hospitality, creative writing and the business arts.
 - Develop events to attract the industries serving the arts to Louisiana.
 - Develop special events in association with creative industry association conventions hosted in Louisiana.
 - Support incentives for workforce skills development to support creative, cultural and eco-cultural industries.
 - Promote new technologies to support a cultural economy.

C. Shine the light on homegrown innovation and exceptional talent.

1. Conduct search for innovation, native talent and homegrown solutions.
2. Develop media outreach opportunities featuring "exceptional talent" stories in releases and on the Internet.
3. Create presentation modules for OLG and CRT that highlight a broad portfolio of skills and talents native to Louisiana and of interest to travel, sports/recreation and business media and analysts.

OBJECTIVE II: NATIVE RESOURCES (continued)

- D. Position Louisiana within the context of the Mississippi Delta & Gulf Coast region and a new American South.**
1. Focus on Mississippi River region as tourism and economic engine; revisit tourism strategies of the Delta Initiatives (Lower Mississippi Delta Development Commission); further develop Louisiana tourism regions to align with broader regional intra/inter-state opportunities (I-10 corridor, Gulf region).
 2. Build credentials for Louisiana as gateway for foreign travelers based on eco-culture, culture, travel, heritage and proximity (Latin America).
 3. Utilize Louisiana assets as opportunity to attract and engage business leaders, manufacturing prospects and industry growth markets in technology and research.
 4. Focus on regional military populations as a target market for extended stays or residency/retirement.
 5. Develop and launch Civil Rights/African American Heritage Trail.

***OBJECTIVE III: FOSTER EDUCATION, TRAINING AND ENRICHMENT
OPPORTUNITIES TO BUILD A STRONGER CULTURE, RECREATION
AND TOURISM ECONOMY.***

Education and workforce development are key to our efforts to develop and enhance Louisiana's cultural and tourism economies. We will focus on developing a skilled workforce by creating strategic collaborations and developing programs that will build educational capacity.

Strategies and Tactics

A. Develop skilled workforce for eco-cultural economy.

1. Develop model-training programs and sponsor capacity-building educational offerings for individuals involved with eco-cultural tourism.
2. Collaborate with local communities to prepare employees for business opportunities and attracting visitors interested in eco-cultural, adventure or recreational tourism activities.
3. Advocate for arts education, as essential to academic achievement and important skills for workforce development and life.
4. Broaden existing programs for utilization of library resources to promote reading and literacy.
5. Develop Louisiana arts, culture and history educational programs for schools and through LA Serve.
6. Encourage development of charter schools based on Louisiana arts, culture, eco-culture and creative arts.

B. Convene international, national and regional audiences to advance export of Louisiana cultural assets

1. Convene leaders to determine agenda and characteristics that will define a New South.

OBJECTIVE III: EDUCATION (continued)

2. Build a history and guide of Louisiana cultural exports.
 3. Host international symposia to expand exportation of Louisiana's cultural assets.
- C. Establish collaboration among higher education institutions to foster research, study and academic literature key to enriching a Louisiana Cultural Economy.**
1. Convene leaders of Louisiana education institutions to sponsor research, establish course study, and incubate new micro-economies based on Louisiana culture and new creative industries.
 2. Create a university consortium and study program focused on a cultural economy and individual cultural micro-economies.
 3. Publish and disseminate results of Louisiana cultural economy and best practice research.
 4. Build cohesion among leaders of cultural industry and establish marketing incentives.
- D. Offer residents and visitors unique educational and experiential opportunities.**
1. Broaden educational opportunities and offer youth experiences tied to better understanding of Louisiana culture, history and its place in the world.
 2. Develop plans across departments for attracting historic, education, experiential and adventure visitors.
 3. Create incentives to encourage specialized programs among Louisiana conventions and visitors bureaus.
 4. Develop national and international relationships for marketing of Louisiana eco-cultural higher education on-site course work at Louisiana colleges and universities.

OBJECTIVE IV: DEVELOP CRITICAL INFRASTRUCTURE NECESSARY TO BROADEN TOURISM AND TO RAISE THE QUALITY OF RESIDENT AND VISITOR EXPERIENCE.

Louisiana faces many critical infrastructure priorities as we look for ways to support the tourism industry in communities throughout the state.

We will look for areas where we can improve technology and support improvements that will help facilitate and seek to expand tourism and our cultural economy.

We will partner when possible with other state and local agencies to develop master plans to address travel and transportation needs.

Strategies and Tactics

A. Establish electronic information infrastructure.

1. Review and develop tourism website that affords visitors state-of-the-art experiences, access and information.
2. Seek out innovative technologies that provide better service opportunities, attract new markets and assist with professional marketing.
3. Utilize technology solutions to organize Louisiana museum, cultural and library collections.

B. Provide access, technology and facilities for eco-cultural venues.

1. Establish policy agenda and advocate for developing state infrastructure to support tourism and cultural economy.
2. Support incentives for local transportation for student visits to Louisiana's eco-cultural opportunities.
3. Develop new parks and expand capital improvements to existing parks.
4. Engage in technology partnerships that help to explore developments in adventure and experiential travel (America's WETLAND Resource Center kiosks).

OBJECTIVE IV: INFRASTRUCTURE (continued)

- C. **Support transportation improvements for air, ground and water access to experiences, attractions and adventures in Louisiana communities.**
 - 1. Work with Louisiana Congressional delegation, select commissions (Scenic Byways) and federal agencies to ensure for highway, air and water ports development and improvements.
 - 2. Develop master plan in cooperation with Louisiana Department of Transportation and Development for access and signage to eco-cultural venues and nature, cultural and historic attractions.
 - 3. Build up infrastructure that will support efforts to recruit additional cruise ship business to Louisiana.
- D. **Ensure for adequate housing, education and health resources to support tourism industry.**
 - 1. Seek innovative solutions and private sector support for development of low-cost housing for tourism workforce.
 - 2. Provide information to hospitality industry workforce on education and healthcare resources.

OBJECTIVE V: BUILD PARTNERSHIPS TO LEVERAGE RESOURCES AND TO EXPAND THE REACH OF CULTURE, RECREATION AND TOURISM PROGRAMS.

When possible we will seek to develop strategic partnerships with other state and local government agencies, the business and hospitality industry and community leaders throughout the state. We will look for ways to leverage resources and create a unified approach to address challenges we face in Louisiana.

Strategies and Tactics

A. Develop cooperating organizations for OLG & CRT programs.

1. Invite stakeholder communities' participation in Roadmap strategies as cooperating organizations and partner communities.
2. Utilize presentation modules and establish schedule of speaking opportunities to spread new messages and attract participation from stakeholders and communities.
3. Seek partnerships to co-host model program development and special conferences.

B. Establish venture capital fund for cultural economy business and organization start-ups.

1. Explore potential for creation of state endowment for Louisiana culture and the arts.
2. Attract proposals for establishment of venture capital pool for developing eco-cultural attractions, infrastructure facilities and information resources.
3. Identify financial and tax incentive programs that will spur development of creative industries in Louisiana.

OBJECTIVE V: COLLABORATION (continued)

- C. Convene regional leaders to identify mutual assets and to assess potential for cooperative market ventures**
 - 1. Inventory Gulf and Mississippi region assets and shared potential for regional action
 - 2. Partner with Southern Growth Policy Board, Southern Arts Federation and other organizations to convene leadership forum to establish potential for regional programs.
 - 3. Develop New South tourism and eco-cultural agenda.
 - 4. Position Audubon Golf Trail to establish as a regional center for golfing.
- D. Partner with local communities to eliminate barriers and deliver services more efficiently in support of eco-development through tourism**
 - 1. Provide technical assistance to Louisiana communities who pursue adoption of historic preservation ordinances.
 - 2. Host seminars and develop training materials for local government and convention and visitors bureaus to ensure consistent messages and access to Louisiana tourism and eco-cultural experiences and opportunities.

STAKEHOLDER INTERVIEW REPORT

**Louisiana Office of Lieutenant Governor
Louisiana Department of Culture, Recreation and Tourism**

“Roadmap For Change”

Stakeholder Interview Report

June 15, 2004

The state of Louisiana wants to create a climate where Louisiana will grow, prosper and be recognized as the best place to live, work and play. Marmillion + Company (MCo) conducted interviews to capture the attitudes, beliefs and perceptions of those who have experience and insight in creating such an environment in other areas of the United States and those that can directly influence the process in Louisiana.

During May and June of 2004, MCo conducted interviews with important representatives from the following groups:

- Business and Industry
- Travel and Tourism
- Historic and Cultural Travel Leaders
- Civic Leaders
- Academia
- Research Community
- Cultural and Arts Leadership

General Perceptions of Louisiana

Attitudes about Louisiana center almost exclusively around respondents' experiences with New Orleans and some familiarity with the Cajun culture. Beyond that, most other comments about the state take root in negatives such as corruption or pollution.

- There is evidence that a focus on food, fun and music has resonance, as respondents cite these repeatedly when describing their understanding of New Orleans as the epicenter of Louisiana and a secondary, if unrefined, recognition of Cajun Culture.
- The focus on New Orleans has both positive and negative effects. On the positive side, seeing the state through a New Orleans lens is an intriguing view to most because of the city's unique characteristics: cuisine, native talent, rich culture and distinctive architecture. The troubling aspect of this view is, as one described Louisiana, a perception of New Orleans and thus Louisiana, as “booze, flooze, smooze, blues.”

- Most respondents say that Louisiana is perfectly positioned to take advantage of new trends in tourism, which highlight a native and exceptional culture, adventure or experience.
- While there is a broad understanding that there are important historical and cultural assets throughout the state, few could describe these, other than to reference the Cajun culture and food in the discussions.
- A few described Louisiana as a part of a growing Gulf coast economy tied to energy production.
- There is interest in African American history and many felt that developing cultural tourism and interpretations in Louisiana around this asset would yield positive results.
- Renewed interest in anthropology and tracing roots and origins offer new opportunities for tourism throughout Louisiana.
- Many feel that European audiences have a better sense of a greater Louisiana beyond New Orleans and that this market has strong growth potential.
- Louisiana is viewed as ready for “prime time” as an eco-tourism and cultural-tourism destination. Nature and adventure tourism was cited as a huge growth market and Louisiana’s raw beauty and untapped tourism potential in this arena is seen as vast.
- Various respondents describe an enormous leakage of what can be, when talking about the potential of the state. Many reasons are given for promise being snatched away from the state, but there is a consensus that the state has a wealth of talent and unique experiences.

Recommendations

- Create a buzz about not having to leave the U.S. for adventure tourism.
- Market Louisiana as something “more than you know” and focus on the fact that it has innumerable outdoor activities. Develop both eco-tourism and a sense of sophistication around New Orleans (architecture, style, euro-flair). Mix the big city feel with the camping, cultural experiences and eco-tourism, which will put the state ahead of other metropolitan cities.
- Consider a new message/logo to attract broader, family-oriented audiences and those who are attracted to authentic cultural and outdoor experiences.
- Invest in process of cultural layering where you build on what is there and currently known.

- Focus on the culture of the place and what can be economically viable with Louisiana's culture (E.g. - Shrimpers as part of sea-aquaculture tourism.)
- Host a symposium about the prospect of micro-cultural economies as a way to grow new tourism assets that are culturally rooted in Louisiana.
- Establish a United Nations Foundation World Heritage Site in Louisiana to provide a working link between Louisiana and the world tourism community.
- Engage in out of the box initiatives so outsiders remain interested and perceive Louisiana as a leader.
- Establish innovative funding mechanisms so that all cultural assets remain viable.
- Launch a Louisiana Cultural Economy Initiative to include the following areas of focus:
 - Creative economy
 - Creative class
 - Eco-cultural tourism
 - Incubator for cultural micro-economies
 - Center of Cultural Economies (university collaboration)
 - Cultural and Heritage trails, centers and attractions
- Establish process or movement to engage Louisianans as personal ambassadors for the state.
- Similar to film industry, establish tax incentives for other creative industries to grow in Louisiana, such as music, cultural, historical and ecological tourism.
- Foster an atmosphere of cooperation and support and be inclusionary.
- Support the recognition that Louisiana's culture can drive a new economic engine – arts and culture – to build tourism.
- Create an annual award for eco-culturalism in order to claim the brand and incubate eco-cultural think tanks as a combination of saving American heritage sites, nature sites, etc. Identify small operations and provide educational opportunities with workshops for learning how to do educational travel opportunities; pass on standards of behavior, etc.
- Develop a cultural foundation or a "Louisiana Endowment of Culture and the Arts" to bring together arts and culture and make the state more attractive; connect the non-profit arts sector to the profit-making sector.
- Take advantage of Louisiana's unique "foreign" flair and promote it.
- Challenge communities statewide to work together with the state on branding a common language.

- Do marketing research about what type of retiree will be interested in Louisiana; distribute information and material on retiring in Louisiana with a survey that will provide a continuum of influence on the state's message delivery to retirees. Ensure that messages address cost-of-living, quality-of-life and recreational services such as golf courses.
- Focus on Louisiana residents and former residents to recruit retirees. Don't miss out on the military service retiree who spent time in Louisiana.
- Establish outreach to retirees with "comfort destinations," close to urban centers but small and safe with recreational and outdoor opportunities.
- Focus on student travel market with historical and adventure packages that can rival the cities of New York and Washington, D. C.
- Develop cutting edge music, food, arts, cultural events that are focused on the business aspect of an industry; include lectures, classes that teach about the industry.
- Host a conference in cooperation with Southern Arts Federation, Southern Growth Policy Board in defining what a New South will be. Out of the New South Conference recommendations could come legislative appropriations to move an action agenda.

Potential Partnerships/Target Audiences

- AARP and housing developers such as Cooper Communities, Sun City, Del Ray
- LETA – Learning Education Travel Association
- Airlines
- Colleges & Universities for innovative thinking and adventure travel
- Family travel and family sports markets
- American Automobile Association – AAA/travel agencies and agents
- Southern Arts Federation
- Southern Region Education Board
- Southern Growth Policy Board
- Southern Governor's Association
- U. S. Conference of Mayors City Design Institute
- Smithsonian Journeys programs

Resources

- State of Alabama study with the Center for Economic Development, Jacksonville State University
- Riley Institute at College of Charleston
- New England Creative Economy Initiative
- Appalachian Regional Commission
- Americans for the Arts Monograph – “Building Creative Economies: The Arts, Entrepreneurship and Sustainable Development”

Notable Interviewee Quotes

“Use the power of office to bring folks together and to set a new agenda. So often, the various groups will not come together unless someone with power sets a new agenda.”

“Our biggest problem facing the state is parochialism....we need to loosen up.”

“Regions seem divided because New Orleans is so strong. They need to build up all regions and towns. Promote hunting, fishing, birds, trails to add to the complete picture of Louisiana.”

“It is a ‘Mystery State.’ People are only going to know what they see on TV...New Orleans, Bayou, and alligators. You need to market that there is more than what people know...change their perspective. Educate and visualize the other strong reasons for people to get to know Louisiana.”

“New Orleans is the portal through which you look at Louisiana”

"When I think of Louisiana, I primarily think of New Orleans, Mardi Gras, zydeco and music. We don't hear much about anything else but music and food. What about the cultural tradition? I think there is a huge market out there connecting eco-tourism to the arts and culture; also, the agricultural tourism where people can see sugar cane, rice, and shrimp harvests. Combine these assets and market them in addition to New Orleans."

"While New Orleans is what has defined Louisiana for decades as sort of a party town, a new brand should not ignore anything positive about this but expand the image. " You may know Louisiana as fun-loving New Orleans, but what you should also know is...."

"...We see nothing from Louisiana but New Orleans and that is party and convention focus of an image. There needs to be money invested in attracting something other than convention-goers and weekend partiers to the state."

"Louisiana is an adult thing and not for kids or families. You are missing the middle age group."

"Retirement is a by-product of good tourism. A great music scene is a great way to make money in tourism, but you have to have the capacity to exploit the talents of musicians. Business needs to get generated to get musicians there. Entertainment lawyers are 10 years behind in Louisiana, not like anywhere else. You can try to get record labels to New Orleans, but they see it as a party, not business. Music talent exists in Louisiana, but nothing is done about it."

"Your golf trail can be the single most successful tourist destination. Can be an image-maker because it focuses on valuable experiences and adventure."

"The museum is between downtown and St. Charles Avenue and you have to know it's there to find it. Many spots in Louisiana are like this and you can't find them because people don't know about them."

"For example, in arts education, preparing kids for jobs in the creative or information economy are central to that. We need to promote what people are looking for in the new economy, because creativity is so important to jobs in the future."

"In Western North Carolina promotion, small villages got together to brand a trail of trades and crafts. By joining together, they have reached almost a billion dollars of tourist trade."

"Low expectations are forgivable in developing countries and not in the US."

"Promote the creation of thematic, exotic, adventure, experiential activities through CVBs and train locals venues for quality."

“Louisiana should put culture (the cultural economy) out front as a way to put Louisiana out front and grow a workforce to support the cultural economy. We have an old culture which fascinates the world.”

“We must be able to take advantage of being outdoors for twelve months, to take the wetlands and turn them into an asset. Take advantage of a Louisiana that is open 365 days a year.”

“Eco-tourism is one key ingredient to saving the coast and letting people know the value. Eco-cultural tourism is our future. Ecology and cultural tourism is the asset.”

“In Los Angeles, there is a move away from just being seen as a film capital, to attracting tourists because of the cultural richness of the region. Miami has put a package of cultural assets together to put a new image on the area. Charlotte, NC, now bills itself as a cultural destination, in a way that attracts new residents who want a certain level of cultural amenities. In Indianapolis and Chicago, cultural districts attract new residents and tourists and in the latter, tourism has become a department under culture.”

“Build perception—a place that is culturally rich attracts wealth and knowledge workers.”

“Develop where we need to be and then the challenge is how to take people there.”

“It’s more about what we can accomplish than what we can say, we must define the values that espouse a new south.”

“Focus on the South with the Mississippi River as the center post – a dynamic of diversity, movement, flows, highly inter-ethnic.”

“The deeper you dig in history, you see that Louisiana has exported technology throughout the Caribbean world. If you look historically at sugar, LSU trained most who made it happen in Cuba and beyond. The same is true with our oil industry and places like Venezuela. Think of Panama and how we helped engineer the Panama Canal. We should play up that historical legacy and focus on the technological, educational and entrepreneurial aspects of our culture as well as tourism.”

“We can say Louisiana can be the new south by example or the convener within the region and therefore people come to our state to talk about our region and its possibilities.”

“This can be a call to civic engagement and making service a part of each person’s life.”

"We need to get a little away from the just the fun stuff and talk about the home-grown values we have and what that means. We have more people living close to where they were born and that is attractive. We have strong traditions that are alluring."

"Family is a good image for Louisiana to grab; family tourism is the fastest area growing."

"I would make sure there would be more inter and intra-communication with staff members. The department offices do not integrate or cooperate enough."

LIEUTENANT GOVERNOR TRANSITION AND ROADMAP ADVISORS

We are grateful for the support and confidence that the Office of Lieutenant Governor and the Department of Culture, Recreation and Tourism has received from political, business and community leaders from across the state.

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- Michael Kane, Mt. Auburn Associates, Inc.
- Ronald Kreps, Chairman, National Tourism Foundation
- Bill Langkopp, Hotel Motel Association
- Councilman Myron Lawson, City of Alexandria
- Oday Lavergne, Alexandria
- Sharon Litwin, New Orleans Symphony
- Bob Lynch, President, Americans for the Arts
- Valsin A. Marmillion, President, Marmillion + Company
- Mayor Jamie Mayo, City of Monroe
- Jim McCormick, Singer/Songwriter, Representative for the Nashville Songwriters Association International
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- Dan Mobley, Louisiana Tourism Promotion District
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- Buddy Palmer, Lafayette
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NOTES

NOTES



**STATE OF LOUISIANA
OFFICE OF LIEUTENANT GOVERNOR**

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